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Report of the Secretary-General on the activities of the Office of Internal Oversight Services

Report of the Office of Internal Oversight Services on the inspection of the consolidation of technical support services in the Department of General Assembly Affairs and Conference Services

Note by the Secretary-General

1. Pursuant to General Assembly resolutions 48/218 B and 54/244, the Secretary-General has the honour to transmit, for the attention of the General Assembly, the attached report, conveyed to him by the Under-Secretary-General for Internal Oversight Services, on the review of the Department of General Assembly Affairs and Conference Services.

2. The Secretary-General takes note of its findings and concurs with its recommendations, and notes that measures are being taken to correct the issues addressed in the review.

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Report of the Office of Internal Oversight Services on the inspection of the consolidation of technical support services in the Department of General Assembly Affairs and Conference Services

Executive summary

The inspection found that the establishment of the Department of General Assembly Affairs and Conference Services (DGAACS) has enhanced the efficiency of the services that are provided to Member States. The technical secretariats of most of the intergovernmental and expert bodies based in New York have been consolidated in one Department. Meetings scheduling and document processing are now part of a coordinated process in which demands and priorities are balanced under the guidance of a single Department head. The streamlining of technical support services has also reduced the time-consuming interdepartmental consultations of previous years. This has allowed for improved planning in the allocation of services and facilities, and resulted in a more rational use of resources.

Although the consolidation of staff resources has enhanced work flows within and among servicing units and offices, continuous high-level collaboration between DGAACS and other departments is needed to further clarify the technical and substantive functions.

In addition to enhanced coordination resulting from the integration of conference services at the United Nations Office at Geneva and the United Nations Office at Vienna into DGAACS, a new level of consultation and cooperation has developed among conference services managers at all duty stations, including the United Nations Office at Nairobi and the regional commissions.

In conjunction with the consolidation of technical services, the programme budget for 1998-1999 reflected a reduction of some 80 posts in DGAACS and a decrease of approximately 10 per cent in the Department's requirements for temporary assistance for meetings in the 2000-2001 programme budget. However, due to unanticipated and substantial increases in the demand for services, expenditures on temporary assistance in the current biennium have exceeded estimates. Consultation and cooperation between headquarters in New York, Geneva and Vienna with regard to the preparation of budget proposals and the reporting on resource utilization should be strengthened to ensure the most cost-effective utilization of conference services.

Most of the changes introduced in operating procedures in conference services have resulted from the use of information technology. More investments are needed to meet the growing needs of the Department, and institutionalized staff training in the use of new technologies should also be a priority of the Department.

At present, measures to appropriately assess individual staff performance are insufficient because the Secretariat-wide performance appraisal system has yet to be fully implemented throughout the Department.

It is important for the Department to ensure that the services it provides meet the expectations of Member States. The Office of Internal Oversight Services (OIOS) notes that the Department's performance in different areas is considered regularly in

intergovernmental bodies, mainly the Committee on Conferences and the Fifth Committee of the General Assembly. DGAACS also needs to introduce other feedback mechanisms, such as surveys, which should be routinely undertaken to enable DGAACS to continuously assess and improve the quality of the services it provides.

In the light of the above conclusions, the inspection made 10 recommendations that were accepted by the management of DGAACS.

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I. Introduction

1. In a letter dated 17 March 1997 addressed to the President of the General Assembly (A/51/829), the Secretary-General stated that a priority in the reform effort was to strengthen the coherence, quality and efficiency of the technical support services provided by the Secretariat to intergovernmental bodies. The Secretary-General added that there was a need to streamline and strengthen technical support for intergovernmental processes relating, in particular, to technical support for the General Assembly and its main and subsidiary bodies, and similar support for the Economic and Social Council and other intergovernmental bodies in the economic and social fields, as well as the functions of conference services machinery. He believed that the integration of these activities into one department would markedly strengthen the capacity of the Secretariat to provide efficient and integrated technical support to Member States while providing opportunities for significant savings.

2. The Department of General Assembly Affairs and Conference Services (DGAACS) was subsequently established by the Secretary-General in 1997, in the context of his management reform measures. The major objectives of the newly created Department were, inter alia, (a) to ensure, through the provision of authoritative advice and substantive services, the orderly and procedurally correct conduct of the meetings and other work of the General Assembly and its General, First, Second, Third and Fourth Committees; and (b) to provide to intergovernmental and expert bodies the high-quality meeting and documentation services that they require to carry out their work, making the most cost-effective use of conference-servicing resources and facilities worldwide. The activities concerning General Assembly affairs and the secretariat servicing of decolonization organs, as well as the servicing of the First Committee, which was previously undertaken by the Department of Political Affairs, the technical secretariat servicing of the Economic and Social Council, which was previously provided by the former Department for Policy Coordination and Sustainable Development, and the conference services component of the former Office of Conference and Support Services in the Department of Management were incorporated in the new Department, under section 1B of the programme budget for 1998-1999 (see A/52/303, paras. 1B.1 and 1B.2).

3. The Secretary-General anticipated that the new Department (for the organization chart, see annex III) would establish a new way of operating conference services in the Secretariat that would ensure increased accountability for performance against clear norms and standards of quality and timeliness, as well as increased flexibility to deploy resources to respond quickly to the needs of intergovernmental bodies. The consolidation of technical support services in the new Department was therefore considered an important means of achieving efficiency, cost-effectiveness and appreciable administrative savings.

II. Objectives of the inspection

4. In order to assess how the establishment of DGAACS and the consolidation of technical support services in the new Department contributed to the Secretary-General's overall reform objectives, the inspection sought to (a) review the services being provided by DGAACS and analyse feedback from client departments and intergovernmental bodies to ascertain the level of satisfaction with the services being provided; (b) assess the administrative savings that have accrued from the consolidation; (c) review the staffing situation to ascertain the level of flexibility to deploy the resources allocated to the new Department to carry out its functions; and (d) examine the internal oversight mechanisms in place, including programme monitoring methods, to ascertain how they work towards strengthening the efficiency of DGAACS processes.

III. Methodology

5. The methodology for the inspection involved (a) a review of relevant documents and reports by the General Assembly and the Secretary-General on the reform and creation of DGAACS, the Department's medium-term plans and budget documents, as well as departmental/internal issuances on the strengthening of the new Department's functions; (b) interviews with senior managers and staff of DGAACS, as well as senior managers of client departments and delegates; (c) a focus group discussion, involving senior managers and staff of DGAACS and senior managers

of client departments; and (d) a survey of all missions to the United Nations to obtain their views on the technical services provided to them by DGAACS (see annex I). Throughout the course of the inspection, OIOS received the fullest cooperation from DGAACS staff and management.

IV. Findings

A. Strengthening of the coherence, quality and efficiency of the technical support services provided by DGAACS to Member States

1. Effects of consolidation

6. OIOS found that the new Department has made great strides in meeting the above objective. What was once a competition for services and for priority in meetings scheduling and document processing, which often involved high-level intervention, is now a coordinated process in which demands and priorities are balanced in a collegial context under the guidance of the Department head.

7. The inspection confirmed that the improved flow of information has created a better understanding of demand and has allowed for improved planning in the allocation of services and facilities, resulting in a more efficient use of staff resources and a higher degree of user satisfaction. Furthermore, coherence has been improved as a result of the fact that the staff of previously separate servicing units have become aware of the different structures, practices and working methods in the new Department. This, in turn, has led to a better understanding of how an event, such as a special session, conference or resolution, develops from inception to completion.

8. The inspection team took note of the fact that the consolidation did not include all the technical services provided to intergovernmental bodies. In paragraph 8 of section III of its resolution 52/220, the General Assembly had indicated that the Department of General Assembly Affairs and Conference Services would not undertake the servicing of the Fifth and Sixth Committees of the Assembly and the Security Council. In the same resolution, the Secretary-General was requested to keep those arrangements under review and to submit a report in that regard to the General Assembly at its fifty-third session. The Secretary-General, in his report to the Assembly at its fifty-third session, stated that given that the current arrangements for the provision of substantive, technical and conference servicing to all intergovernmental and expert bodies appeared to meet the requirements of Member States, no change was proposed at that time, and that the Assembly would be informed of any plans for further developments in that field (see A/53/452, para. 10).

9. The inspection team observed that discussions are continuing between DGAACS and the Department for Disarmament Affairs (DDA) with respect to the provision of technical services related to disarmament issues. OIOS was provided with copies of correspondence documenting the attempts by the Under-Secretaries-General for General Assembly Affairs and Conference Services and for Disarmament Affairs to clarify the division of functions with regard to servicing disarmament-related meetings, as contained in their respective organizational structures. OIOS noted that the respective revised medium-term plans for 1998-2001 for DDA and DGAACS (see A/53/6/Rev.1) contained provisions that further clarified the division of functions between the two Departments.

10. However, OIOS learned that at the operational level, misunderstandings and complaints from the staff concerned about the current arrangement continue, which judging from the correspondence provided to OIOS have affected the efficient delivery of technical services on disarmament issues. It is important for both DGAACS and DDA to correct that situation, which runs counter to the objective of the smoother functioning of the disarmament bodies concerned.

2. Documents processing

11. With regard to documentation, OIOS found that DGAACS efforts to increase consultation and coordination among the various units have led to a more rational scheduling of meetings of the various intergovernmental bodies, resulting in more timely consideration of agenda items and improved availability of parliamentary documents. The creation of the Documentation Programming and Monitoring Unit (DPMU), which serves as a central clearing house for documents of the General Assembly and the Economic and Social Council, ensures a better overall coordination and rationalization of documentation.

12. Despite the significant efforts to improve document processing, the Department continues to chase author departments for their submissions to ensure the availability of documents for meetings and conferences. OIOS shares the DPMU concern that it is incumbent upon author departments directly responsible for substantive servicing of meetings to provide delegates with documents in a timely manner that would allow sufficient time to consult capitals and to better prepare for discussions in the intergovernmental bodies.

13. Over the years, the General Assembly has pressed for ways to resolve delays in availability of documentation. In its resolution 47/202, the Assembly urged the substantive departments to comply with the rule requiring submission of pre-session documents to DGAACS at least 10 weeks before the beginning of sessions in order to allow adequate time for processing in all languages. To determine progress achieved in this connection, OIOS reviewed the status of pre-session documentation for the fifty-fifth session of the General Assembly (see annex II). As of 14 July 2000, the total number of registered pre-session documents for the fifty-fifth session was 436, of which the Department received only 114 on time. The situation has clearly not improved and therefore deserves immediate attention.

14. In November 1997, the President of the General Assembly drew the attention of the Secretary-General to the problem of untimely submission of documentation by some substantive departments of the Secretariat to the main committees of the General Assembly. In response to the complaints received, the Office of the Secretary-General requested all substantive departments to designate a focal point to serve as primary contact for document submission to DGAACS. OIOS confirmed that DGAACS has been following through with this directive. DPMU convenes "plenary" focal point meetings two or three times a year to reiterate the requirements outlined by the General Assembly.

15. In its resolution A/54/248, section C, on the pattern of conferences, the General Assembly stated that if a report was submitted late to Conference Services, the reasons for the delay should be included in a footnote to the document. The Department reminded focal points of author departments in a 27 January 2000 meeting about the importance of implementing that instruction, and lamented that compliance by author departments was far from satisfactory. OIOS considers the timely submission of documents for processing to be the shared responsibility of all departments concerned.

16. The inspection team was informed that, in response to a request made by the General Assembly in its resolution 54/248, DGAACS had developed several proposals for improving the timely issuance of pre-session documentation. While some of them could be implemented by the Secretariat, the others require action by intergovernmental organs. The former proposals include holding documentation planning meetings three months prior to the opening of a session, at which the substantive department concerned, the servicing secretariat and the documents monitoring and control units would review documentation forecasts, bearing in mind the 10-week rule for submission and the six-week rule for issuance. Decisions on the volume and dates of submission of documentation could be taken at these meetings, giving full consideration to projected processing capacity. The latter category include proposals to (a) minimize the impact of late submissions on the timely issuance of documents submitted on time by applying a modified "first come, first served" approach, that is, restricting the rescheduling of work necessary to accommodate late arrivals to documents submitted by the same Department for the same body; (b) request intergovernmental organs to consider receiving recurrent reports quarterly or biannually instead of annually, which would allow for shorter documents that could be produced more speedily; (c) authorize the early issuance of partial reports even when all the relevant information is not yet available, to be followed later by addenda with additional information; and (d) invite intergovernmental bodies to review the status of preparation of documentation when organizing their sessions and to adjust their programmes of work, as appropriate, in cases of unavoidable late submission. OIOS notes that those four proposals were welcomed by the Committee on Conferences at its substantive session of 2000, but that they were not adopted by the General Assembly at its fifty-fifth session. In connection with documentation issues, OIOS also reviewed the functions of the Document Planning and Monitoring Unit and the Documents Control Section of DGAACS, and is of the view that they could be enhanced by strengthening the structural links between the two units. Consideration could be given to locating both within a common organizational framework.

17. The Department's continuing efforts to cope with the demand for services within existing resources and to ensure the overall functioning of the intergovernmental machinery are commendable. However, the inspection team observed that delays in document submissions have continued to adversely affect the smooth functioning of conference services. To further address the problem, OIOS is of the view that a Secretariat-wide initiative should be undertaken at the level of department heads to exert pressure on programme managers to streamline their overall documentation preparation, as well as to formalize the best practices that would alleviate late submissions. The Under-Secretary-General for General Assembly Affairs and Conference Services needs to brief the Secretary-General's senior management group regularly on the status of documentation processing, highlighting the cost to the Organization of gridlocks in processing documents and the attendant meetings services. The viability of further formalizing the "first come, first served" approach for documents processing, taking into account document size and other relevant factors peculiar to each author department, should also be considered. It should be noted that two thirds of the Member States responding to the question regarding which areas of DGAACS work needs improvement mentioned the timeliness of documentation. Finally, OIOS was appalled to learn that there are departments that continue to submit documents in hard copy only rather than electronically. OIOS urges DGAACS to expedite movement to a fully electronic system of documentation submission and processing, to achieve efficiency gains in documents processing and enable on-screen editing of documents.

B. Streamlining technical support services for intergovernmental processes

18. The inspection confirmed that the combination in one division of DGAACS of the secretariats of the General Assembly plenary and four of its main committees, as well as the Economic and Social Council and its New York-based subsidiary bodies has improved coordination, and the time-consuming interdepartmental consultations of previous years have been greatly minimized. The consolidation of staff resources has enabled programme managers to assign tasks, as they arise, to available units or offices across the board, overcoming the strict division of responsibilities of the past.

19. In addition to the organizational entities cited in paragraph 2 above, the conference services entities at the United Nations Offices at Geneva (UNOG) and Vienna (UNOV) have also become part of the new Department. In the context of its review of the medium-term plans at its fortieth session, the Committee for Programme and Coordination (CPC) made reference to General Assembly resolution 54/248 and underlined that conference services at the United Nations Office in Nairobi should be included in the overall orientation of DGAACS. The General Assembly endorsed that recommendation in its resolution 55/234. In that context, the Department informed OIOS that a new level of consultation, coordination and cooperation has already developed among the conference services managers at the four duty stations. OIOS learned that conference services at the regional commissions have also expressed eagerness to be included in a Secretariat-wide approach to conference servicing.

20. OIOS was informed that although there are regular, often daily, contacts between DGAACS officials in New York with their counterparts in UNOG and UNOV, the respective responsibility and authority of the Under-Secretary-General for General Assembly Affairs and Conference Services and the Directors-General of UNOG and UNOV concerning the operations, staff and resources of conference services has not been clearly defined. In fact, concern was expressed about the lack of control by New York over the financial resources at the other duty stations. OIOS noted stipulations in the programme budget for 2000-2001 that:

> "The USG for DGAACS is also responsible for conference services in Geneva and Vienna. This arrangement will allow the management of conference-servicing resources in all three duty stations in an integrated manner, with a view to achieving the *most efficient utilization* of the resources. [emphasis added] Therefore, the conference-servicing resources in Geneva and Vienna will continue to be budgeted under this section (2)." (see A/54/6/Rev.1)

21. In the view of OIOS, both the organization manual and the programme budget approved by the General Assembly have clearly defined the responsibility of the Under-Secretary-General for General Assembly Affairs and Conference Services and it is therefore incumbent upon him to firmly establish

the parameters of his authority and corresponding responsibility, in consultation with the Directors-General of UNOG and UNOV. Such parameters should be set forth in a formal memorandum of understanding between the parties concerned and circulated to all heads of organizational units in New York, Geneva and Vienna (and Nairobi). The arrangement should include consultation between New York, Geneva and Vienna on the preparation of the biennial budget proposals and the utilization of financial resources. Furthermore, to better rationalize the use of conference services worldwide and reduce expenditures on temporary assistance for meetings, the Under-Secretary-General should request DGAACS heads of services to work with Documents Control to further strengthen the sharing of work with offices away from Headquarters.

C. Achieving significant administrative savings

22. The Secretary-General indicated in his proposed reform measures that this exercise would result in the reduction of posts in the programme budget for the biennium 1998-1999. The distribution of new posts as well as reclassifications and posts proposed for abolition were described in his report to the General Assembly (A/52/303). The programmatic and financial implications of the actions and recommendations relating to the consolidation of entities within the Secretariat to support the work of the legislative bodies and conferences of the Organization into a single department were also reflected therein.

23. In that connection, the senior management of DGAACS informed OIOS that at the end of 1997, a few months after the establishment of the new Department, its staffing table was reduced by about 80 posts at Headquarters. Although it could be argued that those reductions were not the result of the consolidation but rather caused by the savings mandated at that time, senior management maintained that, to some degree, the reductions in posts were made possible by the consolidation of units in the new Department. Furthermore, the former Conference Services Unit of the Executive Office of the Department of Management, which became the Executive Office of DGAACS, absorbed increased responsibilities without any additions to its staff. In addition, as a result of the improved planning brought about by the enhanced coordination and cooperation among the technical secretariats as well as with conference services, DGAACS was able to reduce its requirements for temporary assistance for meetings by about 10 per cent, i.e., US$ 3.9 million in the 2000-2001 budget. However, OIOS was informed that owing to a substantial increase in the demand for services in 2000, expenditures on temporary assistance have exceeded estimates.

D. Establishing a new way of operating conference services with increased accountability for performance against clear norms and standards of quality and timeliness, and increased flexibility to deploy resources to respond quickly

1. Information technology

24. The Secretary-General recognized the importance of the new information technologies to improve work processes when he clearly stated in his reform proposals that advances in information and communications technology could modernize how documents in the United Nations were produced, stored and distributed, and could offer documents of higher quality, and at lower cost, yet reaching a vastly broader audience in every Member State, and that advances in information technology were the basis for increases in the efficiency and effectiveness of the delivery of both substantive programmes and management of the United Nations.

25. OIOS learned that most of the changes introduced in operating procedures in conference services have resulted from the use of more advanced technology, including:

(a) An electronic documents registration and information tracking system (eDrits) to keep track of all jobs for translation, typing and printing. OIOS was informed that, once the conditions required for making electronic submission of documents the accepted standard have been met, the eDrits can be upgraded to also become a vehicle for the electronic distribution of jobs;

(b) A computer-assisted assignment programme to facilitate the automatic assignment of interpreters to meetings, to support planning and the assignment of administrative tasks in the Interpretation Service and to keep managerial and statistical data. In making the

programme year 2000 compliant and moving it from a WANG to a PC-based environment, considerable efficiencies had been realized. The system reduces the time it takes to prepare interpreter assignments and to respond effectively to scheduling changes, and helps to optimize the use of resources and the recruitment of temporary staff;

(c) A digital recording system for meetings, which is replacing the old analog-based system and has made it possible to use off-site verbatim reporting as a partial replacement of the much more expensive servicing modality based on the use of non-local temporary assistance, thus leading to economies in travel and daily subsistence allowance that can be estimated at US$ 150,000 per year. That innovation was recognized by a UN 21 award (an award from the Secretary-General to staff for efforts towards making the United Nations a better and more efficient organization);

(d) Computer-assisted translation (CAT), which automates the retrieval of prepared reference material, thus facilitating and improving the quality of translations. Unfortunately, delays in developing an upgraded version of the software acquired have resulted in delays in training and the introduction of the technology. Currently, 48 licences have been procured;

(e) A voice recognition project based on specialized commercial software, which by converting direct or recorded dictation to text in standard United Nations word-processing format (MS-Word) can reduce cassette transcription workloads in text-processing units. Software for English, French, Spanish and Chinese has been evaluated and 400 licences are under procurement. Software for Arabic is still being tested; currently there is none commercially available for Russian;

(f) A new computerized inventory system for sales publications, designed to allow tighter control of stock and better decision-making when determining print runs.

26. The above indicates clearly that DGAACS has taken action to apply information technologies to its work processes. However, both staff and management have noted that the current investments in information technologies have fallen short of expectations. OIOS was informed that although the Information Management and Technology Unit has recently developed special computer tools and software to facilitate the production, storage and distribution of documents, the resources allocated to the Department for information technology (IT) purposes are not commensurate with its size and the services it provides. A review of the Department's budget for 2000-2001 showed that it has allocated US$ 4,009,700 for IT, which represents 1.53 per cent of its total regular budget. OIOS considered this allocation for information technology to be rather inadequate, considering the potential for improving internal processes and service delivery through the use of information technologies.

27. OIOS also noted that some of the IT projects that need immediate attention include (a) the development of computer-based systems for the planning and scheduling of meetings, which would facilitate these functions and improve coordination among all Secretariat units involved in the provision of services; (b) the strengthening of internal application implementation/customization through regular training; (c) combined efforts in automation with other duty stations so as to ensure better service coordination between New York, Geneva, Vienna and Nairobi; (d) a biennial IT change management work plan/software portfolio; and (e) wiring of interpretation booths for LAN access so as to assist interpreters with terminology and language resources. Management responded that "*While we would agree that we are far from the desired results in the automation of meetings planning and scheduling tasks, progress is being made in this area. Work is also being done to ensure better coordination between the various duty stations, as witnessed by the discussion at a meeting of conference services managers held at Headquarters in July 2000*".

2. Other improvements

28. Non-technical changes include steps taken to ensure that the rates of self-revision do not reach a level that might compromise quality of translations and the reorganization of the official records editing process to improve prioritization. The latter, initiated several years ago, resulted in significant savings through the use of desk-top publishing technology, which obviates the need for external typesetting and printing of certain language versions and very significantly shortens production cycles; thus, the book of resolutions adopted by the General Assembly at its fifty-fourth session was issued five months earlier than would have been the case under the previous

production system, and within the same time-frame as the book of resolutions for the fifty-third session, although it contained over 25 per cent more material, including information on sponsors and voting. The editorial production team was given a UN 21 award for this project. Most of these developments have been documented in reports to the General Assembly and the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and presentations on efficiency gains (see A/55/134 and A/AC.172/2000/5).

3. Standards for performance measurement

29. In the DGAACS programme management plan for 2000, a major goal was to enhance the quality of the services it provides. Line managers at all levels are required not only to deliver the volume of services requested by Member States but also to seek ways to enhance the quality of their outputs. To that end, weekly senior management meetings are held to review the performance of the Department and develop responses to specific issues. Weekly divisional meetings follow up on the decisions taken. DGAACS informed OIOS that overall performance analyses of its work have focused mainly on capacity utilization, with emphasis on quality control at the unit level. It disclosed that the diverse nature of its functions has required it to implement a variety of quality control mechanisms, ranging from straightforward revisions of in-house translations, spot-checking of contractual translations and monitoring of interpretation to peer review and unit critique sessions or discussions. Fluctuations in workload or output statistics are closely monitored to determine demand/capacity ratios to ensure that a high level of productivity is maintained. However, set criteria that would measure the quality of the services against established standards are not in place in each of the operational units. This is an area requiring the immediate attention of DGAACS.

4. Operating guidelines

30. OIOS also observed that DGAACS does not have operating guidelines in all its sections/units. OIOS views the absence of such operating guidelines as a serious management problem that, if not corrected, could curtail further efficiency gains and could also lead to the loss of institutional memory as a result of the movement or departure of staff. Given its very specific servicing functions, DGAACS programme managers need to take the necessary steps to institutionalize operating guidelines throughout the Department.

5. Client feedback

Client departments

31. Although complaints from end-users received by DGAACS are immediately examined and corrective actions implemented, where necessary, OIOS considers this approach to be reactive rather than proactive. Systematic feedback mechanisms have not been established to gauge client satisfaction. The Department maintained that subsidiary bodies are being provided with a better understanding of the procedures of their parent bodies, and also that the cooperation between the secretariats of the subsidiary and parent bodies has improved the quality of committee reports. OIOS reviewed samples of letters from delegations to the General Assembly and the Economic and Social Council and their subsidiary bodies, praising DGAACS for the high quality of its servicing.

32. Some senior managers argued that there is no need for any formalized feedback mechanisms in the Department in view of the fact that the Committee on Conferences, the subsidiary body of the General Assembly that oversees DGAACS, devotes a substantial part of its annual session to the review of various aspects of the work of DGAACS. They maintained that reports on the utilization of conference facilities resources, timeliness in the availability of documentation and other substantive issues are regularly submitted to the Committee, which often makes comments and recommendations with a view to ensuring qualitative improvements in the Department's work. Further, they argued that during the annual consideration of the agenda item on the pattern of conferences, the Fifth Committee also reviews conference-servicing activities, and many delegations take advantage of the occasion to express their views on the quality of the Department's work. In particular, the annual General Assembly resolution on pattern of conferences, which usually contains many provisions clarifying the evolving needs and preferences of the end-users of the Department's outputs and services, was cited.

33. Some of the Department's clients, namely, four divisions of the Department of Economic and Social Affairs whose meetings/conferences were serviced in the first half of 2000, were interviewed and their views

were mixed. One division indicated that it had been frustrated by the lack of coordination between the technical and substantive services, that the substantive services had very little guidance for the conference and that there was lack of collaboration with the substantive secretariat, which resulted in conflicting announcements during the course of its meetings in June 2000. In the opinion of OIOS, there is need for both the client and DGAACS to engage in dialogue in order to arrive at a clear understanding of the catalogue of responsibilities or division of tasks between the technical and substantive services in the course of preparing for conferences or meetings. Furthermore, DGAACS should undertake a client survey immediately after such conferences to assess satisfaction with the services provided.

34. Another division suggested that the separation of technical services from the substantive services seems to have created communication and organizational problems. There were complaints that the substantive secretariat was not consulted by the technical services when scheduling the several meetings held in 1999, and there was a suggestion that these concerns were discussed at departmental senior management meetings. Tardiness in processing documents, even when such documents were submitted by the author department within the specified deadlines, was cited. Further suggestions included the enhancement of communication between DGAACS and division heads, as well as on prioritizing the preparation of reports. To expedite documents processing, the application of technological innovations was strongly recommended.

35. On the other hand, two of the divisions that were interviewed expressed full satisfaction with the quality of the technical services they had received over the years, and commended the sharing of information by DGAACS throughout the year, especially during a special session of the General Assembly held in 2000.

36. The above clients suggested that in order to address the problem of extended meetings, the Committee on Conferences might wish to consider reviewing the number of meetings that are extended beyond prescribed schedules, given the potential negative impact of extended meetings on the quality and efficiency of the services provided to intergovernmental bodies. A review of the number of meetings, extended beyond the scheduled time of adjournment during January-June 2000, showed that of a total of 1,998 meetings, 561 were extended up to 30 minutes, 76 up to one hour and 150 up to 2 hours or more beyond their scheduled time. OIOS also requested the management of DGAACS to raise with the Committee on Conferences the possibility of suggesting the biennialization of agenda items as a means of reducing documentation.

37. Interviews were also held with the Presidents of the General Assembly and the Economic and Social Council. Both confirmed that DGAACS had provided excellent and prompt technical support. Organizational meetings were constructive, and the secretariats took initiatives in foreseeing problems. The General Assembly President stated that the Executive Office of DGAACS has also been very helpful in explaining the United Nations rules and regulations. He voiced frustration with the general bureaucracy of the Organization, which often overlooks practical, simple solutions and thus delays response to the needs of his office, e.g., servicing of technical equipment. He felt that improvements in servicing the General Assembly President's office could be effected. For example, he urged that DGAACS provide the President's office with some core Professional staff who would provide continuity in the proper substantive and technical servicing of the Office.

38. The President of the Economic and Social Council also had praise for the Council Servicing Branch for its timely and constructive response to the needs of his office, especially in the area of providing facilities for meetings and conferences. He was particularly appreciative of the efforts of the Branch in ensuring close relations with non-governmental organizations during his term in office. The President of the Council expressed satisfaction with the quality of translation and interpretation provided by DGAACS. However, he regretted that some of the Council's substantive issues did not receive full consideration because of the late submission of documents. In order to enable delegates to fully understand the issues being discussed, the President of the Council urged that serious consideration be given by the Council secretariat to the timely preparation of documents and to prioritizing documents submitted for processing.

Member States

39. OIOS followed up on the above interviews in a group discussion with the Bureau members of the five-year review process of the Fourth World Conference on Women, who indicated that some of the delegates were

visibly irritated by the technical servicing difficulties experienced during the special session, especially with regard to the uncertainty of the availability of interpretation services. They maintained that there was a lack of systems back-up to minimize eventualities or drawbacks during the special session, especially the availability of senior management to make on-the-spot decisions. They also cited the inadequacy of planning, which resulted in a clash over conference facilities. However, some members of the Bureau expressed satisfaction with the services provided. OIOS wishes to point out that two of the observations deserve the particular attention of DGAACS: (a) the lack of sensitivity and awareness on the part of the technical secretariat concerning the nature and substance of the discussions; and (b) that special sessions should not be conducted in a "business as usual" manner. Management responded that "*DGAACS very definitely does not conduct special sessions as 'business as usual'. The convening of interdepartmental tasks forces under the Department's leadership to coordinate the preparations for these events, the planned provision of meeting and documentation services around the clock, the constant consultation with preparatory committees and working groups all contradict any such assumption. Notwithstanding the planning and preparatory work, however, some resources are finite in nature — conference rooms and interpretation capacity, for example — and uncertainty will always arise when their limits are exceeded*".

40. As noted above, a user survey in the form of a questionnaire was distributed to 188 Member States in late August 2000 (see annex I). A brief analysis of the responses to questions is provided below.

Impact of consolidation on DGAACS services

41. Clear majorities of respondents in the survey of Member States found that services provided by DGAACS have improved or somewhat improved compared to the situation prevailing before the Department was established: 81 per cent of correspondents considered servicing of meetings and editing of parliamentary documentation to be improved, followed by pre-session technical support services (76 per cent) and technical support services provided during meetings (72 per cent). One third of the respondents considered that translation and interpretation services have remained the same.

Services to intergovernmental bodies

42. Between 98 per cent (plenary of the General Assembly) and 87 per cent (Fourth Committee) of respondents were fully satisfied or satisfied with the technical support services of intergovernmental bodies that they attend.

43. Pre-session technical support services were rated fully or generally adequate by 87 per cent of respondents and in-session services by 82 per cent, while 89 per cent of respondents gave excellent or good ratings to translation services, 84 per cent for interpretation and 82 per cent for meeting services. Readability and presentation of parliamentary documentation was considered generally excellent or generally good by 89 per cent of respondents.

44. The exception to this generally positive picture is timeliness of documentation. Although 71 per cent of respondents considered that in-session documentation is always or mostly on time, only 58 per cent thought so with regard to pre-session documentation and 57 per cent with regard to post-session documentation.

Areas where DGAACS work needs improvement

45. Asked which specific areas of DGAACS work they thought needed improvement, more than two thirds of those who answered the question mentioned timeliness of documentation, in some cases in connection with availability of documentation in all official languages. Other areas considered needing improvement were translation and interpretation services. Specific reference was made to legal terminology in translation and technological innovations in the area of interpretation and translation. Further references were made to wider use of technology in the servicing of meetings; the establishment and distribution of lists of speakers; flexibility in adapting to delegations needs; using rules creatively to solve problems; assistance in documenting/quantifying/evaluating the consequences of the excessive amount of meetings; and starting meetings on time.

46. Most respondents commented that they were generally satisfied with the services provided by DGAACS; three mentioned an improvement since the establishment of the Department, achieved despite severe budget constraints as one pointed out. Several respondents commented that services are adequate, with room for improvement. One observation noted "a

general failure to be innovative and use new technology to improve meetings". Another observation referred to an apparent "rather old-fashioned spirit prevalent among staff". While constraints posed by infrastructure and budget were acknowledged, it was stated that Member States expected leadership by the Secretariat in administrative matters. Other comments included reference to difficulties reaching people on the telephone during peak periods; that some members of the Staff could be more cordial and helpful to delegates; and that all Member States should be treated equally.

General comments and/or recommendations on how to improve the servicing of intergovernmental bodies

47. Two respondents referred to the need for more effective and efficient or innovative interaction between delegations and the servicing staff. It was acknowledged that both sides should make an effort, but it was felt that it should be up to the Secretariat to take the lead. More and better meeting rooms and photocopiers would be useful. Other points referred to were better coordination of conference services; the timely establishment of the work programmes of the main committees and their translation into the six official languages; the full implementation of the recommendations regarding multilingualism; the equal treatment of all Member States; assistance to Member States in rationalizing meeting time; consultation in the translation of final documents with interpreters who were involved during meetings since they might grasp "subtle" differences that might mean a lot in final texts.

Management of meeting space

48. Respondents have considered the management of meeting space mostly good or satisfactory. Several noted the constraints under which the system is operating. One referred to the allocation of large areas for small gatherings; another stated a lack of space for informal consultations.

Equipment

49. The comments expressed on the equipment made available by the Secretariat through the Office of Central Support Services (OCSS), such as computers half felt that it could be improved as far as having more modern ones available. Several references were made to the benefits of a computer and projector for drafting resolutions and during informal consultations. DGAACS should examine, in consultation with OCSS, the feasibility of providing such equipment.

Professional attitude of DGAACS staff

50. While the large majority of respondents was satisfied with the professional attitude of DGAACS staff, as indicated by such descriptions as "consistently professional and helpful" or "generally friendly and helpful", some respondents mentioned that some staff could be very unhelpful. Another point made was that staff were usually very professional, cordial and helpful, though sometimes bureaucratically rigid. DGAACS should discuss these observations at staff meetings.

6. Assessment of individual performance

51. At the level of assessing individual performance, DGAACS responded that this is being done in accordance with the established norms applicable throughout the Secretariat. On the contrary however, the team noted that the Secretariat-wide performance appraisal system (PAS) is not being implemented throughout the Department. OIOS was informed that, following a management retreat in early 1999, a working group was established to address the concerns expressed by managers on the applicability of the PAS in DGAACS. After concluding its review in May 1999, the working group, inter alia, (a) recognized the importance of the core concepts of the PAS, namely, work planning (where possible), articulation of expectations at the beginning of the performance period and ongoing systematic dialogue between supervisors and staff, but felt that the PAS had neither advanced these objectives nor had it been useful in the planning of the Department's multifaceted work programme, as well as in motivating staff and assessing their performance to fill vacancies in the Department; and (b) recognized the efforts and investments involved in the PAS and suggested that ways be sought to make the PAS more relevant to the real needs of DGAACS in particular and the Secretariat as a whole. At the time of finalizing the present report, the Office of Human Resources Management (OHRM) had not yet

52. The inspection team was informed that as a result of the above and in the absence of penalties/sanctions against managers or staff who do not comply, the implementation of the PAS has not been fully institutionalized in the Department. As of November 2000, a large number of sections have completed less than 50 per cent of the PAS requirements covering the 1999 reporting period. OIOS views this as a serious lack of accountability on the part of programme managers, and urges that steps be taken to implement the PAS in its current form, as mandated by the Secretary-General, while other steps are being pursued to improve the system. The DGAACS working group should review its findings and formulate suggestions to overcome the resistance of certain supervisors. For example, the first reporting responsibility in the larger language services could be divided among the P-5 level staff. DGAACS management needs to include implementation of the PAS in each organizational unit as a responsibility in the individual PAS of each programme manager, for which he/she will be held accountable at the end of a reporting period.

E. Increased flexibility in deploying resources to respond quickly to the needs of intergovernmental bodies and client departments

53. OIOS reviewed the Department's efforts to deploy its limited resources, wherever possible, to meet the high demand for technical services. As a result of the enhanced coordination made possible by the new structure, servicing resources are being allocated in a way that meets those demands more efficiently. The Department cited, as proof, its increasing ability to provide services to informal groupings of Member States despite heavy demands from established bodies, even though no resources are budgeted for this purpose. Furthermore, as part of its efforts to ensure flexibility in utilizing its language staff, in 2000 DGAACS organized for the first time a common competitive examination for Spanish, English and French editors, translators and verbatim reporters.

54. The general perception of staff in the Department is that although it may be functioning effectively the Department's capacity to carry out its workload is documents in time but that the high level of quality cannot be assured.

55. OIOS is of the view that DGAACS has to examine the extent to which the practice of stretching resources to the limit, particularly human resources, may be contributing to frustration on the part of staff. OIOS observes that the staff is currently fatigued as a result of working long hours and that this may impact negatively on the quality and timeliness of the services that the Department provides to intergovernmental bodies and other client departments.

56. According to the Department's projections, 118 staff retirements will occur between 2000 and 2005, including 102 at the P-5 level, 13 at the D-1 level and three at the D-2 level. These projections do not take into account the unexpected departure of staff at other levels for other reasons, such as transfer to other departments, mission assignments and resignations. Immediate measures need to be taken to ensure that the Department's institutional memory is not depleted as a result of these departures, which could hamper efficient delivery of services to Member States.

57. The Department indicated that the authority delegated to it by OHRM to recruit new staff is limited in terms of the category of staff. DGAACS should engage OHRM in a succession-planning exercise in order to ensure the recruitment of the best-qualified conference-servicing staff. DGAACS management has confirmed its concern about these issues and advised that language examinations are being convened to address recruitment needs.

58. In the area of programme monitoring, DGAACS has indicated its willingness to adopt the integrated monitoring and documentation information system (IMDIS) for monitoring the implementation of outputs scheduled in the 2000-2001 programme budget. However, to date the required action has not yet been undertaken by DGAACS. OIOS is following up further on the matter.

V. Conclusions

59. DGAACS has registered visible improvements in strengthening the coherence, quality and efficiency of the technical support services provided to

enabled regular contact among the different components of the department, thus strengthening horizontal communication. OIOS discerns that a definite gain from the consolidation is the streamlining and improved coherence within the Department, which has contributed to overall efficiency.

60. In the survey to Member States, a majority of respondents found that services provided by DGAACS have improved compared to the situation prevailing before DGAACS was established. Comments on the timeliness of documentation were not as positive. However, responsibility for timely submission of reports rests with author departments. A Secretariat-wide initiative to be led by DGAACS needs to be undertaken at the highest level to address this perennial problem and thus reduce the incremental costs to the Organization.

61. Although the consolidation has indeed improved the delivery of technical services in some areas, some persisting constraints have hampered proper coordination between technical and substantive services, and high-level cooperation between the departments involved in the consolidation exercise is needed. The rotation of committee secretaries may also help to address some of the problems relating to technical and substantive services discussed in the present report.

62. The application of technology by DGAACS to several of its processes, e.g., computer-assisted translation, the electronic documents registration and information tracking system (eDrits), an assignment programme to facilitate interpreter assignments and the digital recording system for off-site verbatim reporting, have modernized DGAACS working methods and made them more cost-effective. More investments of both time and resources should be made in information technologies, as well as for the requisite staff training, in particular in those areas where such technologies would maximize DGAACS flexibility to respond to demand fluctuations and rapid deployment of capacity among duty stations.

63. Given that the provision of high-quality services is a major objective of the Department, it needs to have in place mechanisms that would enable it to measure the quality of its services, and systematically appraise customer satisfaction with services provided. Measures to appropriately assess individual staff performance system have to be implemented fully and consistently throughout the Department.

VI. Recommendations

64. The Under-Secretaries-General for General Assembly Affairs and Conference Services and for Disarmament Affairs should take immediate steps to ensure that decisions taken by them to enhance the provision of technical and substantive services to the General Assembly and its subsidiary committees are fully complied with by the staff of their respective Departments. Furthermore, management should monitor such compliance and take the necessary corrective action in the event of non-compliance (SP-00-001-01) (see paras. 9 and 10 above).

65. The Under-Secretary-General for General Assembly Affairs and Conference Services should initiate a discussion in the senior management group on the need for Department heads to enforce compliance with document submission requirements, underscoring the cost to the Secretariat and Member States of delayed documentation (SP-00-001-02) (see para. 17 above).

66. The Under-Secretary-General for General Assembly Affairs and Conference Services should issue a directive on electronic submission standards and inform author departments that DGAACS will no longer accept submission of documents in hard-copy form only (SP-00-001-03) (see para. 17 above).

67. In view of the overall responsibility of the Under-Secretary-General for General Assembly Affairs and Conference Services for conference services in New York, Geneva and Vienna, he should engage the collaboration of Geneva and Vienna, as well as the Department of Management, in the budget preparation process to ensure that conference resources are optimally utilized. Furthermore, to enhance transparency and accountability, DGAACS should request the Under-Secretary-General for Management to issue directives that would ensure that all financial reports from Geneva and Vienna to Headquarters in New York are channelled through the Under-Secretary-General for General Assembly Affairs and Conference Services (SP-00-001-04) (see para. 21 above).

68. The current Advisory Panel on Information

and coordinated departmental IT strategy to the Under-Secretary-General for General Assembly Affairs and Conference Services within the first six months of 2001. In the light of such a strategy, the Advisory Panel should consider whether any adjustments need to be made to the current distribution of IT staff among organizational units, which was decided at the time the Information Management and Technology Unit was established. Management should consider budgetary resource redeployment within its authority, to increase investments in IT and for staff training; senior programme managers should ensure the implementation of training plans and the reporting thereof to the Under-Secretary-General (SP-00-001-05) (see paras. 26-29 above).

69. With immediate effect, the Under-Secretary-General for General Assembly Affairs and Conference Services should request all section/unit chiefs to establish written criteria to measure the quality of their unit's performance (SP-00-001-06) (see para. 30 above).

70. With immediate effect, the Under-Secretary-General for General Assembly Affairs and Conference Services should issue directives to all section/unit chiefs to prepare operational guidelines for their respective areas of work to safeguard institutional memory and for the sake of efficient management. These operational guidelines should detail internal work processes as well as the external factors that would enhance the efficient delivery of work programmes, and should have built-in conditions for periodic review and updating (SP-00-001-07) (see para. 30 above).

71. As a service provider, DGAACS should continually work towards ensuring client satisfaction. Customer surveys should be issued to the intergovernmental bodies and client departments to which technical services are provided. Furthermore, lessons learned need to be reviewed after each major conference, and best practices exchanged among the technical secretariats on a regular basis, e.g., at a senior management meeting (SP-00-001-08) (see paras. 31-33 above).

72. The Under-Secretary-General for General Assembly Affairs and Conference Services should initiate discussions with the Committee on Conferences to identify meeting demands in order to adjust Mechanisms or guidelines for meetings or conferences should be established, in consultation with the Committee on Conferences, to ensure that extended meetings are an exception and not the rule. Such guidelines should bear in mind the budgetary implications of extended meetings, as well as the toll that extended meetings take on the well-being of staff (SP-00-001-09) (see para. 36 above).

73. DGAACS needs to institutionalize the PAS system and hold programme managers accountable for non-compliance. Directives to this effect should be issued immediately by the Under-Secretary-General for General Assembly Affairs and Conference Services to all section heads, and an advisory committee should be established to monitor and report on implementation to the Under-Secretary-General (SP-00-001-10) (see paras. 51 and 52 above).

(*Signed*) Dileep **Nair**
Under-Secretary-General for
Internal Oversight Services

Annex I

Survey of Member States (2000)

Totals:

No. of Questionnaires:	**188**
No. of Responses:	**45**
Response Rate:	**24%**

Question 2

In general, how would you rate the adequacy of pre-session technical support services provided by DGAACS, such as the preparation of agendas and programmes of work?

Fully Adequate	11%
Generally Adequate	76%
Somewhat Deficient	13%
Inadequate	0%

Question 3

In general, how would you rate the adequacy of the technical support services provided by DGAACS during meetings, such as coordination of list of speakers, assistance to chairpersons?

Very Adequate	34%
Adequate	48%
Somewhat Adequate	16%
Not Adequate	2%

Question 5a

How would you rate the quality of translation services provided by DGAACS?

Excellent	23%
Good	66%
Fair	9%
Poor	2%

Question 5b

How would you rate the quality of interpretation services provided by DGAACS?

Excellent	16%
Good	68%
Fair	11%
Poor	5%

Question 5c

How would you rate the quality of servicing of meetings provided by DGAACS?

Excellent	22%
Good	60%
Fair	18%
Poor	0%

Question 6

Please rate the readability and presentation of parliamentary documentation.

Generally Excellent	16%
Generally Good	73%
Generally Fair	11%
Generally Poor	0%

Question 7a

How would you rate the timeliness of pre-session parliamentary documentation?

Always on Time	5%
Mostly on Time	53%
Sometimes on Time	33%
Never on Time	9%

Question 7b

How would you rate the timeliness of in-session parliamentary documentation?

Always on Time	9%
Mostly on Time	62%
Sometimes on Time	24%
Never on Time	5%

Question 7c

How would you rate the timeliness of post-session parliamentary documentation?

Always on Time	7%
Mostly on Time	50%
Sometimes on Time	41%
Never on Time	2%

Question 8a

Please rate technical support services of intergovernmental bodies you attend.
General Assembly Plenary

Fully Satisfied	30%
Satisfied	68%
Fairly Satisfied	2%
Not Satisfied	0%

Question 8b

Please rate technical support services of intergovernmental bodies you attend.
First Committee

Fully Satisfied	30%
Satisfied	58%
Fairly Satisfied	12%
Not Satisfied	0%

Question 8d

Please rate technical support services of intergovernmental bodies you attend.
Second Committee

Fully Satisfied	27%
Satisfied	64%
Fairly Satisfied	9%
Not Satisfied	0%

Question 8e

Please rate technical support services of intergovernmental bodies you attend.
Third Committee

Fully Satisfied	29%
Satisfied	68%
Fairly Satisfied	3%
Not Satisfied	0%

Question 8f

Please rate technical support services of intergovernmental bodies you attend.
Fourth Committee

Fully Satisfied	25%
Satisfied	61%
Fairly Satisfied	14%
Not Satisfied	0%

Question 8g

Please rate technical support services of intergovernmental bodies you attend.
Fifth Committee

Fully Satisfied	29%
Satisfied	58%
Somewhat Satisfied	10%
Not Satisfied	3%

Question 8h

Please rate technical support services of intergovernmental bodies you attend.
Sixth Committee

Fully Satisfied	24%
Satisfied	73%
Somewhat Satisfied	3%
Not Satisfied	0%

Question 8i

Please rate technical support services of intergovernmental bodies you attend.
Security Council

Fully Satisfied	25%
Satisfied	68%
Somewhat Satisfied	4%
Not Satisfied	4%

Question 8j

Please rate technical support services of intergovernmental bodies you attend.
ECOSOC and its subsidiary bodies

Fully Satisfied	25%
Satisfied	72%
Somewhat Satisfied	3%
Not Satisfied	0%

Question 10a

In your opinion how do the pre-session tech. support services provided by DGAACS compare to the pre-establishment of the Department?

Improved	25%
Somewhat Improved	61%
Remained the Same	14%
Worse	0%

Question 10b

In your opinion how do the tech. sup. services during meetings provided by DGAACS compare to the pre-establishment of the Department?

Improved	28%
Somewhat Improved	45%
Remained the Same	28%
Worse	0%

Question 10c

In your opinion how do the translation services provided by DGAACS compare to the pre-establishment of the Department?

Improved	23%
Somewhat Improved	44%
Remained the Same	33%
Worse	0%

Question 10d

In your opinion how do the interpretation services provided by DGAACS compare to the pre-establishment of the Department?

Improved	26%
Somewhat Improved	42%
Remained the Same	32%
Worse	0%

Question 10e

In your opinion how does servicing of meetings by DGAACS compare to the pre-establishment of the Department?

Improved	34%
Somewhat Improved	47%
Remained the Same	19%
Worse	0%

Question 10f

In your opinion how does the editing of parliamentary documentation provided by DGAACS compare to the pre-establishment of the Department?

Improved	22%
Somewhat Improved	59%
Remained the Same	19%
Worse	0%

Question 10g

In your opinion how does the provision of meeting records provided by DGAACS compare to the pre-establishment of the Department?

Improved	24%
Somewhat Improved	48%
Remained the Same	24%
Worse	4%

Annex II

Submission of pre-session documents for the fifty-fifth session of the General Assembly

Author department office	*Number of pre-session documents due for GA-55*	*Number of documents submitted by 30 June deadline*	*Number of documents submitted (2 weeks beyond deadline)*
CCD	1	0	0
DDA	31	2	8
DESA	43	7	9
DGAACS	31	5	9
DM	139	36	52
DPA	31	4	4
DPI	2	1	1
DPKO	2	0	0
EOSG	2	0	0
ESCWA	1	1	1
FAO	1	0	0
GEF	1	1	1
HR	47	1	1
IAEA	1	0	0
ICJ	1	0	0
INSTRAW	1	0	0
JIU	3	2	2
OCHA	8	1	2
ODCCP	4	0	2
OIOS	12	3	3
OLA	21	3	4
OSRSG-CAC	1	0	0
REG COMM	1	0	1
UNCHS	3	1	2
UNCTAD	12	1	1
UNDP	8	2	5
UNEP	4	0	1
UNESCO	1	0	1
UNFPA	1	0	0
UNHCR	4	0	0
UNICEF	4	2	2
UNIFEM	1	0	0
UNJSPF	3	0	0
UNOV	3	0	1
UNRWA	4	0	0
UNSCO	1	0	0
UNU	2	1	1

III

Department of General Assembly Affairs and Conference Services: organization chart

(As of 12 December 2000)